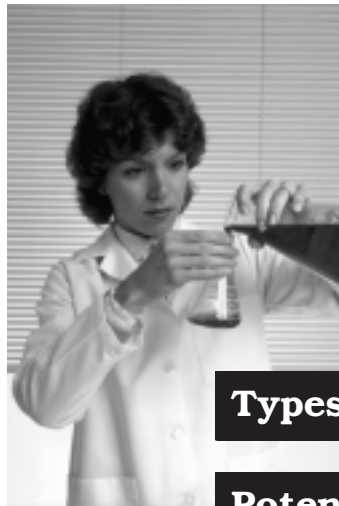


Workplace Violence

Awareness and Prevention for Employers and Employees



Types of Violence

Potential Risk Factors

Case Scenarios

Sample Prevention Program

Response Plan

Department of
**LABOR AND
INDUSTRIES**



April 2000

Notice



**The recommendations
in this guidebook are
voluntary.**

This guidebook can help employers and employees recognize acts of workplace violence, take steps to minimize and prevent workplace violence, and respond appropriately if it occurs. The

following pages include a sample workplace violence prevention program that employers can adapt to their company's size and type. Incorporating this information into a company's accident prevention program, creating a separate workplace violence prevention program, or including the workplace violence prevention program in an employee handbook are several options available for employers to consider.

The recommendations in this guidebook are voluntary. They do not impose any new mandatory obligations on employers. They will not be used as the basis for a citation during safety and health compliance inspections by the Washington State Department of Labor and Industries. Appendix F describes existing mandatory occupational safety and health regulations that apply to workplace violence – the Late Night Retail Workers Crime Protection Standard – as well as other regulations that may apply to the hazards of violence in the workplace.

This document is available in other formats to accommodate persons with disabilities. For assistance, call 800-423-7233. TDD users, please call 360-902-5797. • Labor and Industries is an Equal Opportunity employer. •

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Workplace Violence

Awareness and Prevention for Employers and Employees

Prepared by the
Workplace Violence Task Force and the
Department of Labor and Industries'
WISHA Services Division

A Mission to Accomplish:

Save lives. Prevent injuries and illnesses.

Protect the safety and health of Washington workers.

Technical Assistance and Training



The Department of Labor and Industries can help you set up a workplace violence prevention program. If you need more help after reading this guidebook, write to:

Department of Labor and Industries
WISHA Services Division
P.O. Box 44640
Olympia, WA 98504-4640

360-902-5735
moll235@lni.wa.gov

You may prefer to call the safety and health hot line at 800-423-7233, or the Labor and Industries office in your area. Consultants in local L&I offices can help



you with your workplace violence prevention program. Here are the regional office contacts:

Region 1	Everett	425-290-1431
Region 2	Bellevue	425-990-1440
	Seattle	206-515-2800
Region 3	Tacoma	253-596-3921
Region 4	Tumwater	360-902-5472
Region 5	Yakima	509-454-3700
Region 6	Spokane	509-324-2526

No-fee services from L&I include workshops and a video library that cover the topic of workplace violence. Go to <http://www.LNI.wa.gov/wisha/topics/workshops.htm> for information about workshops or call 800-574-2829. For information about the video library, visit <http://www.LNI.wa.gov/wisha/topics/videolib.htm> or call 800 574-9881.

More resources on workplace safety and health:

Web site: <http://www.LNI.wa.gov/wisha>

Safety and health hot line: 800-4BE-SAFE (800-423-7233)

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Overview



Workplace violence causes a significant number of workplace fatalities and injuries in Washington and throughout the United States. In 1996, the National Institute of Occupational Safety and Health (NIOSH) reported that, in any given week, about 20 workers are murdered in the United States. Data on workplace fatalities show that assaults and other violent acts are among the leading causes of work-related deaths in a number of states. For women, violence is the leading cause of workplace fatalities in the United States.

Violence is the leading cause of work-related death for women in the United States.

Bureau of Labor Statistics data for 1992-1996 showed violence as the fourth leading cause of workplace deaths in Washington State.

(Transportation accidents, being "struck by" equipment or objects and falls accounted for most other workplace fatalities.) An average of 11 fatalities per year during this period resulted from assaults and violence acts.

Non-fatal acts of violence in the workplace are numerous, but national data on the frequency of these injuries is limited. Using survey data collected during the years 1987-1992, the National Crime Victimization Survey estimates that nearly one million workers are assaulted annually in U.S. workplaces.

The Washington State Department of Labor and Industries examined workers compensation claims for the period 1992-1995. An average of 2,529 claims related to assaults and violent acts occurred each year. Of these, an average of 666 claims each year resulted in four or more days of time lost from work.

A study conducted in 1992 found the total number of violence-related claims filed through the State Fund between 1988 and 1992 increased by over 34 percent. In recent years (1992-1995), the overall number of violence-related claims

(State Fund and Self-Insured businesses) has decreased by approximately 12 percent.

Violence in the workplace ... in the home ... and in the community are strongly associated. For example, the Bureau of Labor Statistics reported that in 1992 approximately 20 percent of the women killed in the workplace were murdered by a husband or a male partner, former or current. In the short-term, employers can take steps to make the workplace safer. In the long-term, these steps will not be fully successful unless the underlying causes of violence in society are addressed. It is critical that business, labor, social and health services, education, law enforcement and government undertake a collaborative approach to prevention.

Workplace violence is any verbal assault, threatening behavior, or physical assault occurring in or arising from the worksite.

Cost of Workplace Violence

Dozens of news articles in the past two years focused on workplace violence. A robber abducts and shoots a store clerk, then leaves her injured and bleeding on a country road. A psychiatric patient with a hidden knife stabs a nurse. A worker upset about his job assignment kills his supervisor and injures another worker. A workplace murder leaves an 11-year-old girl motherless and her father charged with the crime – and sets off a bizarre and tragic custody battle for the child.

Workplace violence injures and kills real people and affects victims' families, friends and co-workers. While the human costs of workplace violence cannot be calculated, many of the financial impacts can be estimated. In Washington State alone, workers compensation claims related to assaults and violent acts cost employers about \$9 million in 1995. Here are a few other striking facts:

- ✓ For one fatality in Washington, industrial insurance (State Fund) pays an average of \$155,000 in survivor's benefits.

- ✓ During the period 1992-1995, the average cost per claim related to workplace violence was \$3,535 for State Fund employers. Self-insured employers paid an average of \$3,209.
- ✓ Estimates from the National Crime Victimization Survey over the years 1987-1992 put annual losses incurred by victims of workplace violence in the United States at more than \$55 million in wages, not including days covered by sick or annual leave.

The term "worksite" includes:

- The building or work area constituting the principal place where work is performed or assigned, including common areas (such as reception areas and halls) and private or personal work areas (such as offices or group work stations).
- Any remote area where the employee is engaged in official business, including field locations.
- Vehicles, either employer-owned or privately owned, when used for business purposes.

- ✓ Employers also may incur replacement and/or retraining costs; lost production costs; administrative costs and potential litigation costs. Such "indirect" costs are highly variable, but are commonly suggested to be 1.5 to 20 times the direct costs of medical treatment, wage-replacement and disability pensions.

High-risk Industries

A review of data on the occurrence of violence-related deaths and injuries reveals that some types of violence generally are not random, but for the most part occur predictably in certain types of workplaces or occupations. Violence prevention efforts are especially important for these "high risk" industries/occupations. They must also distinguish between risk of injury and risk of death.

Nationally, the industries at highest risk of fatalities related to workplace violence are shown in Table 1.

For the period 1992 through 1996, workplace fatalities in Washington that resulted from violent acts occurred primarily in retail trade, security services or transit. These industries are similar to those identified as high risk in the national data given in Table 1. Reliable industry rates for homicides cannot be calculated because, statistically, the number of these fatalities in Washington is too small.

Table 1: U.S. Industries at Highest Risk of Workplace Violence Fatalities*

Industry	Rate per 10,000 Workers, 1980-89	Rate Per 10,000 Workers, 1990-92
Taxicab Service	2.69	4.14
Liquor Stores	0.80	0.75
Gasoline Stations	0.56	0.48
Detective and Protective Services	0.50	0.70
Justice, Public Order and Safety	0.34	0.22
Grocery Stores	0.32	0.38
Jewelry Stores	0.32	0.47
Hotel and Motels	0.15	0.08
Barber Shops	0.15	+
Eating and Drinking Places	0.15	0.15
All Industries	0.07	0.07

* Source: National Traumatic Occupational Fatalities Surveillance System, as reported by NIOSH in 1996.

+ Not calculated

The industries with the highest risk of non-fatal assaults and violent acts in Washington State are shown in Table 2 (next page). Because a significant number of violence-related injuries occur in other industries than those shown in Table 2, all employers should examine the need to take steps to prevent or address workplace violence.

Table 2
Highest Risk Industries In Washington State for
Non-Fatal Injuries Related to Workplace Violence

Ranking	Industry and Standard Industrial Classification (SIC) Code	Workers Compensation Claims 1992-1995 (Average Rate/10,000 Workers)
1.	Psychiatric Hospitals (8063)	908
2.	Residential Care (8361)	489
3.	Skilled Nursing Care (8051)	288
4.	Nursing/Personal Care (8059)	206
5.	Job Training Services (8331)	131
6.	Detective and Armored Car Services (7381)	120
7.	Police Protection (9221)	90
8.	Administration of Social and Manpower Programs (9441)	88
9.	Correctional Institutions (9223)	73
10.	Rooming and Boarding Houses (7021)	67
11.	General Medical/Surgical Hospitals (8062)	66
12.	Child Day Care Services (8351)	59
13.	Specialty Outpatient Clinics (8093)	59
14.	Membership Organizations—not elsewhere classified (8699)	51
15.	Drinking Places (5813)	48
16.	General government—not elsewhere classified (9199)	47
17.	Home Health Care Services (8082)	45
18.	Elementary and Secondary Schools (8211)	39
19.	Apartment Building Operators (6513)	34
	Average Rate for All Industries	19

Notes: The industries listed in Table 2 had more than 10 State Fund injury claims related to workplace violence, 100 or more full-time employees per year, and at least twice the 1995 average overall rate of 17 such claims per 10,000 workers.

Types of Workplace Violence and Their Characteristics



Workplace violence, defined earlier in this guidebook, takes several forms. These "types" are violence by strangers, violence by customers or clients, violence by co-workers, and violence by personal relations. Their specific characteristics are described below.

Type 1: Violence by Strangers



Involves verbal threats, threatening behavior or physical assaults by an assailant who has no legitimate business relationship to the workplace. The person enters the workplace to commit a robbery or other criminal act. In Washington State, violence by strangers accounts for most of the fatalities related to workplace violence. Workplaces at risk of violence by strangers commonly include late night retail establishments and taxi cabs.

Type 2: Violence by Customers or Clients



Involves verbal threats, threatening behavior or physical assaults by an assailant who either receives services from or is under the custodial supervision of the affected workplace or the victim. Assailants can be current or former customers and clients such as passengers, patients, students, inmates, criminal suspects or prisoners. The workers typically provide direct services to the public, for example, municipal bus or railway drivers, health care and social service providers, teachers and sales personnel. Law enforcement personnel are also at risk of assault from individuals over whom they exert custodial supervision. Violence by customers or clients may occur on a daily basis in certain industries; they represent the majority of non-fatal injuries related to workplace violence in Washington State.



Type 3: Violence by Co-workers

Involves verbal threats, threatening behavior or physical assaults by an assailant who has some employment-related involvement with the workplace – a current or former employee, supervisor or manager, for example. Any workplace can be at risk of violence by a co-worker. In committing a threat or assault, the individual may be seeking revenge for what is perceived as unfair treatment.

Fatalities related to violence by co-workers have received much media attention, but account for only a small proportion of all workplace violence related fatalities. (Strangers cause most workplace violence fatalities.)



Type 4: Violence by Personal Relations

Involves verbal threats, threatening behavior or physical assaults by an assailant who, in the workplace, confronts an individual with whom he or she has or had a personal relationship outside of work. Personal relations include a current or former spouse, lover, relative, friend or acquaintance. The assailant's actions are motivated by perceived difficulties in the relationship or by psycho-social factors that are specific to the assailant.

Violent Incidents:

Case Scenarios, Potential Risk Factors and Potential Prevention Measures

.....

The types of violence identified in the previous section illustrate different characteristics of workplace violence and the ways violence may present itself. The significance of these four types is that each involves somewhat different *risk factors* and means of preventing or responding to the potential violent incident.

A risk factor is a condition or circumstance that may increase the likelihood of violence occurring in a particular setting. For instance, handling money in a retail service makes that

“A risk factor is a condition or circumstance that may increase the likelihood of violence....”

workplace a more likely target for robbery, the most common kind of violence by strangers in the workplace. An attorney's office, where all payments are received by check and money is not directly handled, would not present the same kind of target and would not be at the same degree of risk of violence due to the handling of money.

Different risk factors might predominate in the attorney's office. An attorney might be working in the office late at night after business hours. He or she might be subject to violence from a customer or client who is dissatisfied with the outcome of litigation. In this example, several risk factors are combined, increasing the overall risk to the attorney.

Each risk factor only represents a potential for an increased likelihood of violence. No risk factor, or combination of risk factors, guarantees that violence will occur or that its incidence will increase. However, the presence of these risk factors, particularly of several in combination, increases the likelihood that violence will occur.

The following general factors, which may have the potential to increase an employee's risk for workplace violence, have been identified in various studies. (See Additional Reading in the Appendixes.)

General Risk Factors

- Contact with the public.
- Exchange of money.
- Delivery of passengers, goods, or services.
- Having a mobile workplace such as a taxicab or police cruiser.
- Working with unstable or volatile persons in health care, social services, or criminal justice settings.
- Working in isolation.
- Working late at night or during early morning hours.
- Working in high-crime areas.
- Guarding valuable property or possessions.
- Working in community-based settings.

Some risk factors are more likely to pertain to one or more of the four types of violence in the workplace.

The following case scenarios illustrate the four types of violence. Potential risk factors for each case (you may be able to identify others), and examples of potential prevention measures pertaining to those risk factors are listed. Keep in mind that specific prevention techniques will vary according to circumstances and resources available.

The case scenarios are designed to help you think about your company's potential risk factors. It is up to you to think through those that might affect you and your personnel. From there, you can determine how best to mitigate those risks using prevention measures designed to work within your resources and in your unique workplace.

Case Scenario

Violence by Strangers (Type 1)

It is one a.m. and a man enters a grocery store. He goes to a cooler, gets a six-pack of beer and heads to the checkout stand. When the clerk rings up the sale, the man pulls out a gun and tells the clerk to open the till. As the robber starts grabbing the cash from the till, a customer enters the store. The frightened clerk sees this as an opportunity to thwart the robbery, and shoves the cash register drawer onto the robber's hand. The surprised robber fires his gun repeatedly, hitting both the clerk and the customer before fleeing the store.



Potential Risk Factors

- ✓ Working with money
- ✓ Working in isolation
- ✓ Working late at night
- ✓ Isolated worksite
- ✓ Poor visibility into worksite
- ✓ Poor lighting outside of worksite
- ✓ High crime area

Potential Prevention Measures

To identify the prevention measures needed in your organization, first conduct a hazard assessment. A comprehensive workplace violence program could include measures such as the following:

- ✓ Training (include de-escalation techniques appropriate to your industry)
- ✓ Post signs stating cash register only contains minimal cash
- ✓ Leave a clear, unobstructed view of cash register from street
- ✓ Have a drop safe, limited access safe or comparable device
- ✓ Address adequate outside lighting
- ✓ Examine and address employee isolation factors
- ✓ Provide security personnel
- ✓ Communication method to alert police/security
- ✓ Increase police patrol in the area
- ✓ Post laws against assault, stalking or other violent acts

Case Scenario

Violence by Customers or Clients (Type 2)

Mary is a social worker in a child welfare office. Her office space is a cubicle with one entry. One night, Mary was working late after most of her co-workers had left. The mother of one of her clients walked into her cubicle unannounced. She was quite emotional, and had a history of being verbally assaultive and threatening. Mary asked her to leave and make an appointment to see her the next day. The mother said she wanted her child back immediately and picked up a pair of scissors on Mary's desk. Mary asked for the scissors back, and when the mother refused, Mary picked up the phone to dial security. While Mary was calling security, the mother stabbed Mary's hand and ripped the phone out of the socket.



Potential Risk Factors

- ✓ Working in isolation
- ✓ Working after regular work hours
- ✓ Lack of controlled access to worksite
- ✓ Dealing with customers with past violent behavior
- ✓ Potential weapons¹ (such as scissors) easily visible and accessible
- ✓ Lack of a quick communication mechanism to security personnel
- ✓ Lack of alternate escape route

Potential Prevention Measures

To identify the prevention measures needed in your organization, first conduct a hazard assessment. A comprehensive workplace violence program could include measures such as the following:

- ✓ Training (including de-escalation techniques appropriate to your industry)
- ✓ Control access to worksite (e.g., posted restricted access, locked doors)
- ✓ Examine and address employee isolation factors
- ✓ Quick communication method to alert security
- ✓ Eliminate easy access to potential weapons
- ✓ Client referral/assistance programs
- ✓ Set up worksite so employees are not trapped from exiting
- ✓ Provide security personnel
- ✓ Post laws against assault, stalking or other violent acts

¹ A weapon is any physical object that can be used to inflict injury or cause death.

Case Scenario

Violence by Co-Workers (Type 3)

Bob supervises 14 workers at a small warehouse operated by Company X. The warehouse may be making layoffs soon; all the workers, including Bob, are concerned about their jobs. Company X management says it will make a decision within six months, but also says that productivity will have to increase substantially to keep the warehouse open. Bob starts disciplining workers he thinks are not working productively. When he meets with one worker, Doug, and informs him that he will be disciplined for poor work performance, Doug becomes angry and starts to shout at Bob. A week later, Bob suspends Doug for a week for continuing aggressive, threatening behavior. At that point, Doug pushes Bob away from him and the two men get into a fistfight.



Potential Risk Factors

- ✓ High stress in the workplace (impending layoffs, for example) and outside, non-work related stress
- ✓ Lack of appropriate management protocols for disciplinary actions
- ✓ Individual with a history of violent behavior
- ✓ Lack of appropriate training for supervisors

Potential Prevention Measures

To identify the prevention measures needed in your organization, first conduct a hazard assessment. A comprehensive workplace violence program could include

measures such as the following:

- ✓ Training (including de-escalation techniques appropriate to your industry)
- ✓ Enforced policy on no tolerance for workplace violence
- ✓ Management strategy for layoffs
- ✓ Management policy for disciplinary actions
- ✓ Access to employee assistance program or other counseling services
- ✓ Policy prohibiting weapons
- ✓ Provide security personnel
- ✓ Post laws against assault, stalking or other violent acts

Case Scenario

Violence by Personal Relations (Type 4)

Sue, a secretary at the local high school, went through a difficult divorce last year. Her ex-husband, Tod, did not want the divorce. Tod has called Sue regularly asking to reconcile and he has begun coming by her office to leave messages and gifts. Sue has asked him not to call or come by the school. One of her co-workers suggested that she seek a restraining order against Tod, but Sue felt she could handle it on her own. Finally, Tod leaves Sue a message that he doesn't want to live unless he can reconcile with her. Sue calls him back and urges him to see a therapist but refuses to meet or talk with him. On the anniversary of their divorce, Tod goes to the high school and waits for Sue in the lobby. When Sue approaches the lobby, he rushes toward her with a gun, shoots her, then shoots himself.



Potential Risk Factors

- ✓ Individual with history of violent/threatening behavior
- ✓ Lack of controlled access to the worksite
- ✓ No communication policy regarding restraining orders
- ✓ Domestic violence

Potential Prevention Measures

To identify the prevention measures needed in your organization, first conduct a hazard assessment. A comprehensive workplace violence program could include measures such as the following:

- ✓ Domestic violence training (including de-escalation techniques)
- ✓ Enforced policies on handling/preventing violence situations
- ✓ Restraining orders
- ✓ Control access to worksite
- ✓ Access to consultation with employer, employee assistance program or other counseling program
- ✓ Enforced policy prohibiting weapons
- ✓ Reporting procedures
- ✓ Relocating within worksite where possible
- ✓ Necessary staff notification
- ✓ Provide security personnel
- ✓ Post laws against assault, stalking or other violent acts

Elements of a Workplace Violence Prevention Program

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As noted by many professionals working on the workplace violence issue, violent acts generally occur in predictable types of worksites or settings, are associated with identifiable risk factors, and may be eliminated or controlled through effective prevention strategies. (See Appendix A for a sample workplace violence prevention program.) Programs to prevent workplace violence, just like other workplace hazard prevention programs, often include the following key elements:

MANAGEMENT COMMITMENT & EMPLOYEE INVOLVEMENT

To ensure an effective program, management and employees should work together, perhaps through a team approach, to provide the motivation, commitment of resources, and feedback to address workplace violence issues.

HAZARD ASSESSMENT

Hazard assessment involves a step-by-step, common sense look at the workplace to find existing or potential hazards for workplace violence. This can include: analyzing and tracking records of violence at work; examining specific violence incidents carefully, surveying employees to gather their ideas and input, and periodic inspections of the worksite to identify risk factors that could contribute to injuries related to violence. The hazard assessment should examine vulnerability to the four categories of violence previously described – violence by strangers, violence by customers or clients, violence by co-workers, and violence by personal relations.

HAZARD PREVENTION AND CONTROL

Once existing or potential hazards are identified through the hazard assessment, then hazard prevention and control measures can be identified and implemented. These measures may include (in order of general preference): engineering controls, such as locks and alarms; administrative/work practice controls, such as sign-in procedures for visitors and employee assistance programs; and personal protective equipment, such as bullet-proof vests

for police and security personnel. Posting applicable laws, such as those prohibiting assaults and stalking, in visible locations may serve as a prevention measure.

TRAINING AND INSTRUCTION

Training and instruction on workplace violence ensures that all staff are aware of potential hazards and how to protect themselves and their co-workers through established prevention and control measures.

REPORTING PROCEDURE

A reporting procedure for violent incidents should be developed for all types of violent incidents, whether or not physical injury has occurred. (Violence other than physical injury would include, for example, verbal abuse or threats of violence.) This procedure should be in writing and should be easily understood by all employees. It should take into account issues of confidentiality. Employees may be reluctant to come forward otherwise and they should not fear reprisal for bringing their concerns to management's attention.

RECORD KEEPING

Record keeping is essential to the success of a workplace violence prevention program. Good records help employers determine the severity of the problem, evaluate methods of hazard control, and identify training needs.

EVALUATION

As part of an overall program covering workplace violence, employers should evaluate their safety and security measures. Management should share the evaluation results with all employees. Any changes in the program should be discussed at regular meetings of the safety committee, with union representatives or other employee groups.

Responding If An Assault Occurs



The first part of this guidebook includes information to help employers and employees recognize acts of workplace violence and take steps to minimize and prevent them. Employers also need to prepare and respond appropriately if an assault occurs. What are the priorities?

Immediately after an assault occurs, an employer should focus first on providing for the medical and psychological needs of affected employees. Other immediate steps include:

1. Report the incident to the local police department and support law enforcement activities (for example, crime scene investigation; interviewing witnesses, victims and others).
2. Secure work areas where disturbances occurred.
3. Account for all employees and others and ensure the physical safety of those remaining in the area as soon as possible.
4. Provide for site security and ensure that no work area is left short-staffed while others assist the victim or help in securing the area.
5. Quickly assess the work area, if it was disturbed or damaged during an incident, to determine if it is safe.
6. Provide critical incident debriefing to victims, witnesses, and other affected employees (these conversations must be strictly confidential).
7. Provide accurate communication to outside agencies, media and law enforcement.

Additional attention to employees' medical and psychological needs may be necessary. Employees may need the services of an employee assistance program or other counseling services. Provisions for follow-up after medical and psychological treatment, medical confidentiality, and protection from discrimination must be addressed to prevent the victims of workplace violence from suffering further loss.

Investigation and Evaluation

After an incident occurs, a detailed investigation by the company safety and health committee or the employer is imperative. All incidents, including near misses, should be investigated as soon as possible. A delay of any kind may cause important evidence to be removed or destroyed intentionally or unintentionally. The investigation should focus on fact-finding to prevent recurrence and not fault-finding. Employers should maintain comprehensive records of the investigation. (See Appendix B, Assault Incident Report Form.)

Important Records to Keep

- Log of injuries and illnesses (OSHA).
- Medical reports of worker injury; reports for each recorded assault.
- Incidents of assault and threats of violence. (See sample forms in Appendix B.)
- Information on high-risk clients with a history of past violence. (Share with employees who need to know.)
- Minutes of safety meetings.
- Records of hazard analyses and corrective actions recommended.
- Records of relevant training conducted, attendees and qualification of trainers.

When conducting the investigation:

- ✓ Collect facts on who, what, when, where and how the incident occurred.
- ✓ Get statements from witnesses; photograph damage/injuries where appropriate.
- ✓ Identify contributing causes.
- ✓ Recommend corrective action.
- ✓ Encourage appropriate follow-up.
- ✓ Consider changes in controls, procedures or policy.

After an incident occurs, it is especially important to review the workplace violence prevention program and assess its effectiveness. Deficiencies should be identified and corrective action taken.

Steps in the Evaluation Process



- Establish a uniform violence reporting system.
- Regularly review workplace violence reports and logs. (See Appendix B.)
- Seek employee input on safety and security issues. (See Appendix B for sample survey.)
- Track changes in engineering controls and administrative and work practices designed to prevent workplace violence.
- Analyze trends in workplace violence-related injuries relative to “baseline” rates.
- Keep abreast of new strategies to deal with violence.
- Measure improvement based on lowering the frequency and severity of workplace violence.

Appendix A

Sample Workplace Violence Prevention Program



An employer may choose to create a separate workplace violence prevention program or incorporate this information into other company documents: for example, the company's accident prevention program or an employee handbook.

■ ■ ■ ■ ■ Policy Statement *(Effective Date of Program)*

Our establishment, *[Employer Name]* is concerned and committed to our employees' safety and health. We refuse to tolerate violence in the workplace and will make every effort to prevent violent incidents from occurring by implementing a Workplace Violence Prevention Program (WVPP). We will provide adequate authority and budgetary resources to responsible parties so that our goals and responsibilities can be met.

All managers, supervisors and employees are responsible for implementing and maintaining our WVPP Program. We encourage employee participation in designing and implementing our program. We require prompt and accurate reporting of all violent incidents whether or not physical injury has occurred. We will not discriminate against victims of workplace violence.

A copy of this policy statement and our WVPP Program is readily available to all employees and from each manager and supervisor.

Our program ensures that all employees, including supervisors and managers, adhere to work practices that are designed to make the workplace more secure, and do not engage in verbal threats or physical actions which create a security hazard for others in the workplace.

All employees, including managers and supervisors, are responsible for using safe work practices, for following all directives, policies and procedures, and for assisting in maintaining a safe and secure work environment.

The management of our establishment is responsible for ensuring that all safety and health policies and procedures involving workplace security are clearly communicated and understood by all employees. Managers and supervisors are expected to enforce the rules fairly and uniformly.

Our program will be reviewed and updated annually.

■ ■ ■ ■ ■ Responsibility

The Workplace Violence Prevention Program Administrator is *[Program Administrator]* and *(he/she)* has the authority and responsibility for implementing the provisions of this program for *[Establishment Name]*. All managers, supervisors and employees are responsible for implementing and maintaining the WVPP in their work areas and for answering employee questions about the program.

In addition, a Workplace Violence Prevention Group will be established to assess the vulnerability to workplace violence at our establishment and reach agreement on preventive actions to be taken. This group will be responsible for developing employee-training programs in violence prevention and plans for responding to acts of violence. They will also audit our overall Workplace Violence Prevention Program.

The Workplace Violence Prevention Group will consist of:

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

■ ■ ■ ■ ■ Compliance

We have established the following policy to ensure compliance with our rules on workplace security.

Management of our establishment is committed to ensuring that all safety and health policies and procedures involving workplace security are clearly communicated and understood by employees. All employees are responsible for using safe work practices, for following all directives, policies and procedures, and for assisting in maintaining a safe and secure work environment.

Our system ensures that all employees, including supervisors and managers, comply with work practices that are designed to make the workplace more secure, and do not engage in threats or physical actions which create a security hazard for others in the workplace. It includes:

- ☐ Informing employees, supervisors and managers about our Workplace Violence Prevention Program.
- ☐ Evaluating the performance of all employees in complying with our establishment's workplace security measures.

- ☐ Recognizing employees who perform work practices which promote security in the workplace .
- ☐ Providing training and/or counseling to employees who need to improve work practices designed to ensure workplace security.
- ☐ Disciplining employees for failure to comply with workplace security practices.
- ☐ The following practices that ensure employee compliance with workplace security directives, policies and procedures. [Insert list specific to your worksite].



At our establishment, we recognize that to maintain a safe, healthy and secure workplace we must have open, two-way communication between all employees, including managers and supervisors, on all workplace safety, health and security issues. Our establishment has a communication system designed to encourage a continuous flow of safety, health and security information between management and our employees without fear of reprisal and in a form that is readily understandable . Our communication system consists of the following items:

- ☐ New employee orientation on our establishment's workplace security policies, procedures and work practices.
- ☐ Periodic review of our Workplace Violence Prevention Program with all personnel.
- ☐ Training programs designed to address specific aspects of workplace security unique to our establishment.
- ☐ Regularly scheduled safety meetings with all personnel that include workplace security discussions.
- ☐ A system to ensure that all employees, including managers and supervisors, understand the workplace security policies.
- ☐ Posted or distributed workplace security information.
- ☐ A system for employees to inform management about workplace security hazards or threats of violence.
- ☐ Procedures for protecting employees who report threats from retaliation by the person making the threats.
- ☐ Our establishment has fewer than ten employees and communicates with and instructs employees orally about general safe work practices with respect to workplace security.
- ☐ Other: _____.

■ ■ ■ ■ ■ Hazard Assessment

The Workplace Violence Prevention Group will perform workplace hazard assessment for workplace security in the form of record keeping and review, periodic workplace security inspections, and a workplace survey. The assessment group will identify workplace violence and security issues and make recommendations to management and employees.

Record Keeping and Review

Note: Care must be taken to ensure appropriate confidentiality of medical and personnel records, as required by WISHA (Washington Industrial Safety and Health Act), Department of Health, ADA (Americans with Disabilities Act) and other applicable regulations or policies.

Periodic updates and reviews of the following workplace violence reports and records will be made:

- ☐ Occupational Safety and Health Administration (OSHA) 200 logs
- ☐ Workplace violence incident reports
- ☐ Information compiled for recording assault incidents or near-assault incidents (i.e. Threat & Assault Log)
- ☐ Insurance records
- ☐ Police reports
- ☐ Workplace survey
- ☐ Accident investigations
- ☐ Training records
- ☐ Grievances
- ☐ Inspection information
- ☐ Other relevant records or information

The records review will be performed on the following schedule: _____.

Workplace Security Inspections

Periodic inspections to identify and evaluate workplace security hazards and threats of workplace violence will be performed by the following observer(s) in the following areas of our workplace:

Observer	Area

Periodic inspections are performed according to the following schedule:

- ☐ _____ (Frequency – weekly, monthly, etc.);
- ☐ When we initially established our Workplace Violence Prevention Program;
- ☐ When new, previously unidentified security hazards are recognized;
- ☐ When occupational injuries or threats of injury occur; and
- ☐ Whenever workplace security conditions warrant an inspection.

Periodic inspections for security hazards consist of identification and evaluation of workplace security hazards and changes in employee work practices, and may require assessing for more than one type of workplace violence. Our establishment performs inspections for each type of workplace violence by using the methods specified below to identify and evaluate workplace security hazards.

Inspections for workplace security hazards from violence by strangers (Type 1) include assessing:

- ☐ The exterior and interior of the workplace for its attractive ness to robbers.
- ☐ The need for security surveillance measures, such as mirrors or cameras.
- ☐ Posting of signs notifying the public that limited cash is kept on the premises.
- ☐ Procedures for employee response during a robbery or other criminal act.
- ☐ Procedures for reporting suspicious persons or activities.
- ☐ Posting of emergency telephone numbers for law enforcement, fire and medical services where employees have access to a telephone with an outside line.
- ☐ Limiting the amount of cash on hand and using time access safes for large bills.
- ☐ Staffing levels during evening hours of operation and at other high risk times.
- ☐ The use of work practices such as “buddy” systems, as appropriate, for identified risks (e.g., walking employees to their cars or mass transit stops at the end of the work day).
- ☐ Adequacy of lighting and security for designated parking lots or areas.
- ☐ Other: _____

Inspections for workplace security hazards from violence by customers or clients (Type 2) include assessing:

- ☐ Access to, and freedom of movement within, the workplace.
- ☐ Adequacy of workplace security systems, such as door locks, security windows, physical barriers and restraint systems.
- ☐ Frequency and severity of threatening or hostile situations that may lead to violent acts by persons who are service recipients of our establishment.
- ☐ Employees' skill in safely handling threatening or hostile service recipients.
- ☐ Effectiveness of systems and procedures to warn others of a security danger or to summon assistance, e.g. alarms or panic buttons.
- ☐ The use of work practices such as "buddy" systems, as appropriate, for identified risks (e.g., walking employees to their cars or mass transit stops at the end of the work day).
- ☐ Adequacy of lighting and security for designated parking lots or areas.
- ☐ The availability of employee escape routes.
- ☐ Other: _____

Inspections for workplace security hazards from violence by co-workers (Type 3) include assessing:

- ☐ How well our establishment's anti-violence policy has been communicated to employees, supervisors and managers.
- ☐ How well our establishment's management and employees communicate with each other.
- ☐ How well our employees, supervisors and managers know the warning signs of potential workplace violence.
- ☐ Access to, and freedom of movement within, the workplace by non-employees, specifically recently discharged employees.
- ☐ Frequency and severity of employee-reported threats of physical or verbal abuse by managers, supervisors or other employees.
- ☐ Any prior violent acts, threats of physical violence, verbal abuse, property damage or other signs of strain or pressure in the workplace.
- ☐ Employee disciplinary and discharge procedures.
- ☐ Other: _____

Inspection for workplace security hazards from violence by personal relations (Type 4) include assessing:

- ☐ Access to, and freedom of movement within, the workplace by non-employees, specifically personal relations with whom one of our employee's is having a dispute.
- ☐ Frequency and severity of employee-reported threats of physical or verbal abuse which may lead to violent acts by a personal relation.
- ☐ Adequacy of workplace security systems, such as door locks, security windows, and physical barriers.
- ☐ Any prior violent acts, threats of physical violence, verbal abuse, property damage or other signs.
- ☐ The use of work practices such as "buddy" systems, as appropriate, for identified risks (e.g., walking employees to their cars or mass transit stops at the end of the work day).
- ☐ Adequacy of lighting and security for designated parking lots or areas.
- ☐ Warnings or police involvement to remove personal relations of employees from the worksite and effectiveness of restraining orders.

Workplace Survey

Under the direction of the Workplace Violence Prevention Administrator & Group, we distributed a survey among all of our employees to identify any additional issues that were not noted in the records review or the security inspection. (See sample survey, Appendix B.)

Final Recommendations

Based on the records review, workplace security inspections and workplace survey, the Workplace Violence Prevention Group has identified the following issues that need to be addressed:

■ ■ ■ ■ ■ Workplace Hazard Control and Prevention

In order to reduce the risk of workplace violence, the following measures have been recommended:

Engineering Controls and Building or Work Area Design:

Workplace Practices:

Management has instituted the following as a result of the workplace violence hazard assessment and the recommendations made by the Workplace Violence Prevention Group:

These changes were completed on *(date)*.

Policies and procedures developed as a result of the Workplace Violence Prevention Group's recommendations:

■ ■ ■ ■ ■ Training and Instruction

We have established the following policy on training all employees with respect to workplace violence and security.

All employees, including managers and supervisors, shall have training and instruction on general and job-specific workplace security practices. Training and instruction shall be provided when the Workplace Violence Prevention Program is first established and periodically thereafter. Training shall be provided to all new employees and to other employees for whom training has not previously been provided. It shall also be provided to all employees, supervisors, and managers given new job assignments for which specific workplace security training for the job assignment has not previously been provided. Additional training and

instruction will be provided to all personnel whenever the employer is made aware of new or previously unrecognized security hazards.

General workplace violence and security training and instruction includes, but is not limited to, the following:

- ☐ Explanation of the Workplace Violence Prevention Program including measures for reporting any violent acts or threats of violence.
- ☐ Recognition of workplace security hazards including the risk factors associated with the four types of violence.
- ☐ Measures to prevent workplace violence, including procedures for reporting workplace security hazards or threats to managers and supervisors.
- ☐ Ways to defuse hostile or threatening situations.
- ☐ Measures to summon others for assistance.
- ☐ Employee routes of escape.
- ☐ Notification of law enforcement authorities when a criminal act may have occurred.
- ☐ Emergency medical care provided in the event of any violent act upon an employee.
- ☐ Post-event trauma counseling for those employees desiring such assistance.

In addition, we provide specific instructions to all employees regarding workplace security hazards unique to their job assignment, to the extent that such information was not already covered in other training.

We have chosen the following items for training and instruction for managers, supervisors and employees:

- ☐ Crime awareness.
- ☐ Location and operation of alarm systems, panic buttons and other protective devices.
- ☐ Communication procedures.
- ☐ Proper work practices for specific workplace activities, occupations or assignments, such as late night retail sales, taxi-cab driver, security guard, law enforcement, health care, public transportation, etc.
- ☐ Self-protection.
- ☐ Dealing with angry, hostile or threatening individuals.
- ☐ Using the “buddy” system or other assistance from co-employees.
- ☐ Awareness of indicators that lead to violent acts by service recipients.
- ☐ Employee assistance programs.
- ☐ Review of anti-violence policy and procedures.

- ☐ Managing with respect and consideration for employee well-being.
- ☐ Pre-employment screening practices.
- ☐ Role playing a violent incident.

■ ■ ■ ■ ■ **Incident Investigation**

Our procedures for investigating incidents of workplace violence—threats and physical injury—include:

- ☐ Reviewing all previous incidents.
- ☐ Visiting the scene of an incident as soon as possible.
- ☐ Interviewing threatened or injured employees and witnesses.
- ☐ Examining the workplace for security risk factors associated with the incident, including any previous reports of inappropriate behavior by the perpetrator.
- ☐ Determining the cause of the incident.
- ☐ Taking corrective action to prevent the incident from recurring.
- ☐ Recording the findings and corrective actions taken.
- ☐ Other:

Appendix B

Sample Forms



These sample forms may be useful to carry out or enhance your workplace violence program. They are not mandatory, and should be tailored to fit your organization's needs.

Sample Assault Incident Report Form

This type of form can be used to report any threatening remark or act of physical violence against a person or property, whether experienced or observed. Individuals may be more forthcoming with information if the form is understood to be voluntary and confidential. The form also needs to identify where it should be sent after completion (for example, workplace violence prevention group or safety committee representative).

Sample Threat and Assault Log

This type of log can help summarize and characterize reports of threats and assaults in your company over the course of a year. This information may prove helpful to your workplace violence prevention group (or administrator) when considering the need for additional hazard assessment, prevention measures or training.

Sample Employee Survey on Hazard Assessment

Periodically surveying employees on workplace violence can be a valuable tool for evaluating your workplace violence prevention efforts and gathering suggestions for improving your program. Some employees may prefer not to have their names identified on a survey; making the name “optional” may increase the amount of feedback you receive.

SAMPLE

Assault Incident Report Form

Date of Incident	Year	Month	Day of Week
Location of Incident (map and sketch on reverse side):			
Name of Victim:		Gender: Male____ Female____	
Victim Description: ____ Employee Job Title _____ ____ Client ____ Visitor		Member of Labor Organization? Yes____ No____	
Assigned Work Location (if employee)			
Supervisor:		Has supervisor been notified? Yes____ No____	
Describe the assault incident.			
List any witnesses to the incident (name and phone).			
Did the assault involve a firearm? If so, describe.			
Did the assault involve another weapon (not a firearm)? If so, describe.			
Was the victim injured? If yes, please describe.			
Who committed the assault (name, if known)? What is his/her status to the victim: <div style="display: flex; justify-content: space-between;"> <div> ____Stranger ____Personal Relation ____Client/Patient/Customer </div> <div> ____Co-worker ____Supervisor ____Other </div> <div style="text-align: right;"> If other, describe: </div> </div>			
What was the gender of the person(s) who committed the assault? <div style="display: flex; justify-content: flex-end;"> <div style="margin-right: 50px;"> ____ Male ____ Female </div> </div>			

SAMPLE

Assault Incident Report Form, Page Two

Please check any risk factors applicable to this incident. Each company should develop and include a list of potential risk factors that may apply in its worksite.

- ☐ Working with money
- ☐ Working with drugs
- ☐ Working in a high-crime area
- ☐ Working late at night
- ☐ Poor lighting outside of worksite
- ☐ Other risk factor: _____
- ☐ Other risk factor: _____

What steps could be taken to avoid a similar incident in the future?
(To avoid recreating trauma, sound judgment should be exercised in deciding when to request this information.)

Send completed form to: _____

SAMPLE

Employee Survey on Workplace Violence Hazard Assessment

Name (Optional) _____
 Department/Unit _____ Date _____
 Work Location (if at alternate worksite) _____

Please assess your department/unit over the last year. Circle TRUE (T), FALSE (F) or DON'T KNOW (?). *Thank you for your honest assessment.*

Management Commitment and Employee Involvement			
T	F	?	1. Violence/threats are not accepted as "part of the job" by managers, supervisors and/or employees.
T	F	?	2. Employees communicate information about potentially assaultive/threatening clients or visitors to appropriate staff.
T	F	?	3. Management communicates information to employees about incidents of workplace violence.
T	F	?	4. Employees feel they are treated with dignity and respect by other employees and management.
T	F	?	5. Employees are basically satisfied with their jobs.
T	F	?	6. Employees are basically satisfied with management.
T	F	?	7. Employees are basically satisfied with the organization (i.e., mission, vision, goals).
T	F	?	8. Employees generally feel "safe" when they are at work.
T	F	?	9. Employees are familiar with the department's/unit's violence prevention policy.
Potential Risk Factors			
T	F	?	10. Employees do not work in high-crime areas.
T	F	?	11. Employees do not work with drugs.
T	F	?	12. Employees do not work with cash.
T	F	?	13. Employees do not work with patients or clients who have a history of violent behavior or behavior disorders.
T	F	?	14. Employees do not work in isolated work areas.
Hazard Prevention and Control			
T	F	?	15. The department/unit has adequate lighting to, from and within the worksite.
T	F	?	16. The employee parking garage is secure when arriving, leaving and during changes of shift.
T	F	?	17. Access and freedom of movement within the workplace are restricted to those persons who have a legitimate reason for being there.
T	F	?	18. Alarm systems such as panic alarm buttons, silent alarms, or personal electronic alarm systems are being used for prompt security assistance.
T	F	?	19. Employees know to use security escort service after hours.
T	F	?	20. After hours, the building is locked down with only one access point.
T	F	?	21. Visitors are signed in and out.

Hazard Prevention and Control (continued)			
T	F	?	22. Exits are accessible and clearly marked.
T	F	?	23. Employees are able to locate emergency equipment such as fire alarm boxes or emergency-generator outlets.
T	F	?	24. Emergency equipment is accessible and free from obstruction.
T	F	?	25. Employees are able to locate cellular phones, power-failure phones and/or radios for emergency communication.
T	F	?	26. Employees know proper procedures if a bomb threat is announced.
T	F	?	27. Employee emergency call-back list is up-to-date and available.
T	F	?	28. Employees provide privacy to reflect sensitivity and respect for clients and visitors.
T	F	?	29. Employees use the "buddy system" to work together if problems arise.
T	F	?	30. Employees working in the field have cellular phones or other communication devices to enable them to request aid.
T	F	?	31. Staffing levels are appropriate for department/unit functions.
T	F	?	32. Reference manuals are up-to-date and available to employees.
T	F	?	33. There is a grievance policy available to employees.
T	F	?	34. There is a Safety Committee available as a resource to staff for any hazard concern.
Training			
			35. Employees have received training on the company's workplace violence prevention program.
T	F	?	36. Employees know how to ask for assistance by phone or by alerting other staff.
T	F	?	37. Employees have been trained to recognize and handle threatening, aggressive, or violent behavior.
T	F	?	38. Employees have been trained in verbal de-escalation techniques.
T	F	?	39. Employees have been trained in self-defense/restraint procedures.
Incidents and Reporting			
T	F	?	40. This work unit/department has not experienced violent behavior and assaults or threats from strangers.
T	F	?	41. This work unit/department has not experienced violent behavior and assaults or threats from clients or customers.
T	F	?	42. This work unit/department has not experienced violent behavior and assaults or threats from others employed in the organization.
T	F	?	43. This work unit/department has not experienced domestic violence issues.
T	F	?	44. Employees are required to report incidents or threats of violence, regardless of injury or severity; the reporting system is clear.
T	F	?	45. Medical and psychological counseling services were offered to employees who have been assaulted or threatened.

SAMPLE

Threat and Assault Log		Year			
Threat & Assault Information		January - June		July - December	
Number of Threats & Assaults				Total	
Type of Threat or Assault		# Threats	# Assaults	# Threats	# Assaults
Type 1 / Threat or assault by stranger					
Type 2 / Threat or assault by customers/clients					
Type 3 / Threat or assault by co-workers					
Type 4 / Threat or assault by personal relations					
Gender of Victims and Perpetrators		# Threats	# Assaults	# Threats	# Assaults
Number of female victims					
Number of male victims					
Number of female perpetrators					
Number of male perpetrators					
Time of Threats & Assaults		# Threats	# Assaults	# Threats	# Assaults
Day shift					
Evening shift					
Night shift					
On weekend					
Location of Threats & Assaults		# Threats	# Assaults	# Threats	# Assaults
On work premises					
Parking lot					
Other duty station					
Other Considerations		# Threats	# Assaults	# Threats	# Assaults
Threats and assaults involving firearms					
Threats and assaults involving other weapons (not firearms)					
Number of cases where the victim was working in isolation					
Result of Threats & Assaults					
Death					
Physical injury					
Stress/psychological impairment					
No injury					

Sample Training Techniques



Review Workplace Violence Prevention

List statistics relative to your industry here. Use national and statewide information. You can also discuss the crime statistics of the neighborhood the company is in. Some of this information is available in the Overview Section at the beginning of this guidebook.

Discuss the risk factors in your particular industry here. Look in the section titled “Violent Incidents: Case Scenarios, Potential Risk Factors and Potential Prevention Measures” in this guidebook.

Discuss the violence history of your company. You can use the number of incidents, the rate and/or the types.

Have the manager of your unit show you security hardware. (Put a checklist here of equipment you have at your company to prevent violence. This might include panic buttons, video cameras, security lighting, etc.)

Discuss policies and procedures you have implemented to minimize violence in your company. Include any written procedures. Be sure to address your company's weapons policy and how to summon help in an emergency.

Follow Up Procedures

Report all assaults. (Include here a copy of the form your company uses to report violent incidents.)

File charges. *(Company name)* recommends that charges be filed in every case when an employee is assaulted. We will help you to do so including sending witnesses to testify if needed. No reprisals will be taken against any employee who is assaulted or files charges relating to an assault.

If a violent incident occurs, all affected staff will be offered counseling through an employee assistance program or other comparable counseling services.



Technique #2:

Role Playing Exercise to Defuse Violent Situations

Read the information in the charts below. Then have employees role play a confrontation. During the role play note the signs of escalating behavior and the techniques used to control it. Afterwards have the group discuss their observations. Address the following questions: What went well? What problems were there? What responses would work better?

Write a scenario about a violent incident for a couple of employees to act out. Use a case scenario in this guidebook or make up one appropriate to your company.



Technique #3: Hands-on Practice

If the violence in your workplace comes from unarmed people such as patients, you may want to train your employees in self defense and restraining techniques. Have your employees actually try out the techniques. Remember, in cases with armed perpetrators, such as robberies, it is usually safer to submit to the perpetrator's demands.

Five Warning Signs of Escalating Behavior

Warning Signs	Possible Responses
Confusion	
Behavior characterized by bewilderment or distraction. Unsure or uncertain of the next course of action.	<ul style="list-style-type: none"> ⇒ Listen to their concerns. ⇒ Ask clarifying questions. ⇒ Give them factual information.
Frustration	
Behavior characterized by reaction or resistance to information. Impatience. Feeling a sense of defeat in the attempt of accomplishment. May try to bait you.	<ul style="list-style-type: none"> ⇒ See steps above. ⇒ Relocate to quiet location or setting. ⇒ Reassure them. ⇒ Make a sincere attempt to clarify concerns.
Blame	
Placing responsibility for problems on everyone else. Accusing or holding you responsible. Finding fault or error with the action of others. They may place blame directly on you. Crossing over to potentially hazardous behavior.	<ul style="list-style-type: none"> ⇒ See steps above. ⇒ Disengage and bring second party into the discussion. ⇒ Use teamwork approach. ⇒ Draw client back to facts. ⇒ Use probing questions. ⇒ Create "Yes" momentum.
Anger $\frac{3}{4}$ Judgment call required	
Characterized by a visible change in body posture and disposition. Actions include pounding fists, pointing fingers, shouting or screaming. This signals very risky behavior.	<ul style="list-style-type: none"> ⇒ Utilize venting techniques. ⇒ Don't offer solutions. ⇒ Don't argue with comments made. ⇒ Prepare to evacuate or isolate. ⇒ Contact supervisor and/or security office.
Hostility $\frac{3}{4}$ Judgment call required	
Physical actions or threats which appear imminent. Acts of physical harm or property damage. Out-of-control behavior signals they have crossed over the line.	<ul style="list-style-type: none"> ⇒ Disengage and evacuate. ⇒ Attempt to isolate person if it can be done safely. ⇒ Alert supervisor and contact security office immediately.

Personal Conduct to Minimize Violence*

Follow these suggestions in your daily interactions with people to de-escalate potentially violent situations. If at any time a person's behavior starts to escalate beyond your comfort zone, disengage.

Do	Do Not
<ul style="list-style-type: none"> ■ Project calmness, move and speak slowly, quietly and confidently. ■ Be an empathetic listener: Encourage the person to talk and listen patiently. ■ Focus your attention on the other person to let them know you are interested in what they have to say. ■ Maintain a relaxed yet attentive posture and position yourself at a right angle rather than directly in front of the other person. ■ Acknowledge the person's feelings. Indicate that you can see he/she is upset. ■ Ask for small, specific favors such as asking the person to move to a quieter area. ■ Establish ground rules if unreasonable behavior persists. Calmly describe the consequences of any violent behavior. ■ Use delaying tactics which will give the person time to calm down. For example, offer a drink of water (in a disposable cup). ■ Be reassuring and point out choices. Break big problems into smaller, more manageable problems. ■ Accept criticism in a positive way. When a complaint might be true, use statements like "You are probably right" or "It was my fault." If the criticism seems unwarranted, ask clarifying questions. ■ Ask for his/her recommendations. Repeat back to him/her what you feel he/she is requesting of you. ■ Arrange yourself so that a visitor cannot block your access to an exit. 	<ul style="list-style-type: none"> ■ Use styles of communication which generate hostility such as apathy, brush off, coldness, condescension, robotism, going strictly by the rules or giving the run-around. ■ Reject all of a client's demands from the start. ■ Pose in challenging stances such as standing directly opposite someone, hands on hips or crossing your arms. Avoid any physical contact, finger pointing or long periods of fixed eye contact. ■ Make sudden movements which can be seen as threatening. Notice the tone, volume and rate of your speech. ■ Challenge, threaten, or dare the individual. Never belittle the person or make him/her feel foolish. ■ Criticize or act impatiently toward the agitated individual. ■ Attempt to bargain with a threatening individual. ■ Try to make the situation seem less serious than it is. ■ Make false statements or promises you cannot keep. ■ Try to impart a lot of technical or complicated information when emotions are high. ■ Take sides or agree with distortions. ■ Invade the individual's personal space. Make sure there is a space of three feet to six feet between you and the person.

*From *Combating Workplace Violence: Guidelines for Employers and Law Enforcement*. International Association of Chiefs of Police. 1996.

Appendix D

Sample Workplace Weapons Policy

Policy Statement

In order to ensure a safe environment for employees and customers, our establishment, *[Employer Name]* prohibits the wearing, transporting, storage, or presence of firearms or other dangerous weapons in our facilities or on our property. Any employee in possession of a firearm or other weapon within our facilities/property or while otherwise fulfilling job responsibilities may face disciplinary action including termination. Possession of a valid concealed weapons permit authorized by the state of Washington is not an exemption under this policy. To the extent allowed by law, our company prohibits clients or visitors from carrying weapons in our facilities or on our property.¹

Definition

Firearms or other dangerous weapons mean:

- any device from which a projectile may be fired by an explosive
- any simulated firearm operated by gas or compressed air
- sling shot
- sand club
- metal knuckles
- any spring blade knife
- any knife which opens or is ejected open by an outward, downward thrust or movement
- any instrument that can be used as a club and poses a reasonable risk of injury

Exemptions

This policy does not apply to:

- any law enforcement personnel engaged in official duties
- any security personnel engaged in official duties
- any person engaged in military activities sponsored by the federal or state government, while engaged in official duties

¹ A company's right to prohibit firearms in public areas of their facilities or property may be limited in some situations. Check with your legal counsel before implementing a weapons policy that covers clients or visitors.

■ ■ ■ ■ ■ Notification

"No Firearms or other Dangerous Weapons" signs shall be conspicuously posted within all *[Employer Name]* facilities and in parking areas and grounds surrounding our facilities. These signs will clearly indicate that firearms and other weapons are not to be carried onto our property or into our facilities.

■ ■ ■ ■ ■ Definition

Management or security personnel should be notified immediately if any staff member, client or visitor is found with a firearm or other dangerous weapon in violation of this policy. Local law enforcement will be called promptly, if necessary, to help handle a situation.

■ ■ ■ ■ ■ Special Instructions for Employees

Any employee concerned about personal safety may request an escort (e.g. to a parking lot off premises) or other appropriate intervention by security personnel. Educational materials will be made available on request regarding the magnitude of the workplace violence problem in the United States and the role of firearms and other dangerous weapons in this violence. Training will be provided to employees on this and other workplace violence prevention measures that *[Employer Name]* has implemented.

Appendix E

Sample Policy on Domestic Violence in the Workplace

Description

Domestic violence is abusive behavior that is either physical, sexual, and/or psychological, intended to establish and maintain control over a partner. Domestic violence is a serious problem that affects people from all walks of life. It can adversely affect the well-being and productivity of employees who are victims, as well as their co-workers. Other effects of domestic violence in the workplace include increased absenteeism, turnover, health care costs, and reduced productivity.

Policy Statement

The [Employer Name] will not tolerate domestic violence including harassment of any employee or client while in our facilities, vehicles, on our property, or while conducting business. This includes the display of any violent or threatening behavior (verbal or physical) that may result in physical or emotional injury or otherwise places one's safety and productivity at risk.


Any employee who threatens, harasses, or abuses someone at our workplace or from the workplace using any company resources such as work time, workplace phones, FAX machines, mail, e-mail, or other means may be subject to corrective or disciplinary action, up to and including dismissal. Corrective or disciplinary action may also be taken against employees who are arrested, convicted or issued a permanent injunction as a result of domestic violence when such action has a direct connection to the employee's duties in our company.

The [Employer Name] is committed to working with employees who are victims of domestic violence to prevent abuse and harassment from occurring in the workplace. No employees will be penalized or disciplined solely for being a victim of harassment in the workplace. Our company will provide appropriate support and assistance to employees who are victims of domestic violence. This includes: confidential means for coming forward for help, resource and referral information, work schedule adjustments or leave as needed to obtain assistance, and workplace relocation as feasible.

Employees who are perpetrators of domestic violence are also encouraged to seek assistance. Our company will provide information regarding counseling and

certified treatment resources, and make work schedule arrangements to receive such assistance.

■ ■ ■ ■ ■ Special Instructions for Employees

 It is important that all employees know how best to respond to the effects of domestic violence in the workplace. In addition, they also should be aware of physical or behavioral changes in other employees and know who – personnel officer, manager, and or employee advisory service/resource – they can contact for advice. They should not attempt to diagnose the employee.

Managers/supervisors or human resource professionals in our company should receive domestic violence training. Our company should also:

- ✓ Be responsive when an employee who is either the victim or perpetrator of domestic violence asks for help.
- ✓ Maintain confidentiality. Information about the employee should only be given to others on a need-to-know basis.
- ✓ Work with the victim, personnel office, manager, employee advisory service/resource, available security staff, law enforcement, and community domestic violence programs, if necessary, to assess the need for and develop a workplace safety plan for the victim. Victims of domestic violence know their abusers better than anyone else. When it comes to their own personal safety, offer to assist them in developing a workplace safety plan, but allow them to decide what goes in it. If it is determined that other employees or clients are at risk, it is essential to take measures to provide protection for them.
- ✓ Adjust the employee's work schedule and/or grant leave if the employee needs to take time off for medical assistance, legal assistance, court appearances, counseling, relocation, or to make other necessary arrangements to create a safe situation. Be sure to follow all applicable personnel rules.
- ✓ Maintain communication with the employee during the employee's absence. Remember to maintain confidentiality of the employee's whereabouts.
- ✓ Post information about domestic violence in your work area. Also, have information available where employees can obtain it without having to request it or be seen removing it – such as rest rooms, lunchrooms, or where other employee resource information is located.
- ✓ Honor all civil protection orders. As appropriate, participate in court proceedings in obtaining protection orders on behalf of the employee.



- ✓ Maintain a list of services available to victims and perpetrators of domestic violence. This list should include: Employee Advisory Service/Resource, local shelters, certified domestic violence treatment programs available to perpetrators, information on how to obtain civil orders of protection, and any available community resources.
- ✓ Advise and assist supervisors and managers in taking corrective or disciplinary actions against perpetrators of domestic violence.

■ ■ ■ ■ ■ Options for Employees

Who Are Victims of Domestic Violence

- ✓ Tell a trusted co-worker, supervisor, or manager, and ask for help.
- ✓ Contact your personnel officer for assistance.
- ✓ Contact the Employee Advisory Service/Resource.
- ✓ Contact the 24-hour Washington State Domestic Violence Hotline at 1-800-562-6025 (V/TTY); or the Washington State Coalition Against Domestic Violence at (360) 352-4029 (V/TTY).
- ✓ Call the local police.
- ✓ Notify your supervisor of the possible need to be absent. Find out what work schedule or leave options are available to you. Be clear about your plan to return to work and maintain communications with your supervisor during your absence.
- ✓ If appropriate and if safety is a concern, submit a recent photograph of the abuser and a copy of your protection order to your supervisor. This assists your employer in identifying the abuser should he/she appear in the workplace.



■ ■ ■ ■ ■ Options for Employees Who Are Perpetrators of Domestic Violence

- ✓ Tell a trusted co-worker, supervisor, or manager, and ask for help.
- ✓ Contact your personnel officer for assistance.
- ✓ Contact the Employee Advisory Service/Resource.
- ✓ Obtain a referral to a certified domestic violence perpetrators' treatment program.

■ ■ ■ ■ ■ **Components of a Workplace Safety Plan**

- ✓ Consider obtaining civil orders for protection and make sure that they remain current and are accessible at all times. A copy should be provided to the employee's supervisor, reception area, and security areas if there is a concern about the abusive partner coming to the work site.
- ✓ The employee should consider providing a picture of the perpetrator to reception areas and/or security.
- ✓ A company contact person should be identified for the employee to reach when needed.
- ✓ An emergency contact person should be identified should the employer be unable to contact the employee.
- ✓ Review the employee's parking arrangements for possible changes.
- ✓ Consider changing the employee's work schedule.
- ✓ Consider what steps need to be taken to provide for the safety of other employees and clients.
- ✓ Consider having the employee's telephone calls screened at work.

Appendix F

Selected Laws and Regulations



This appendix primarily focuses on laws and regulations as they apply to workplaces. Along with the selected list that follows, employers may want to learn more about general criminal laws (e.g., those covering assault, harassment and stalking) that can apply to workplace violence situations. If illegal acts occur in the workplace, an appropriate response involves law enforcement officials as well as administrative action.

Note that the laws and regulations detailed in this appendix are mandatory – as opposed to voluntary – for businesses subject to these legal requirements.

■ ■ ■ ■ ■ Late Night Retail Workers Crime Protection WAC296-24 PART A-3

The Late Night Retail Workers Crime Protection Standard provides specific violence-related direction to retail businesses that operate between 11:00 p.m. and 6:00 a.m. Restaurants, hotels, taverns, and lodging facilities are beyond the scope of this rule

Washington Administrative Code (WAC)

- Section 296-24-102, Scope and Application.
- Section 296-24-10203, General Requirements.

296-24-102 Scope and Application

Application of this section is limited to retail establishments operating between the hours of 11:00 p.m. and 6:00 a.m. with the exception of restaurants, hotels, taverns, or any lodging facility. [Statutory Authority: Chapter 49.17 RCW. 90-03-029 (Order 89-20), § 296-24-102, filed 1/11/90, effective 2/26/90.]

296-24-10203 General Requirements

296-24-10203(1)

(1) All employers operating late night retail establishments shall provide crime prevention training to their employees.

296-24-10203(2)

(2) Crime prevention training shall be a part of the accident prevention program requirements imposed pursuant to WAC 296-24-040.

296-24-10203(3)

(3) The employer shall provide training to ensure that the purpose and function of robbery and violence prevention are understood by employees and that the knowledge and skills required for their safety have been provided. The employer shall:

296-24-10203(3)(a)

(a) Provide training and training materials that outline security policies, safety and security procedures, and personal safety and crime avoidance techniques.

296-24-10203(3)(b)

(b) Provide formal instruction through a training seminar or training video presentation and upon completion require the employee to sign off on the date, time, and place of training. The training documentation will be placed in the employee's personnel file. The following elements shall be included in the crime prevention training program:

296-24-10203(3)(b)(i)

(i) An explanation of the importance of keeping the store clean, neat, and uncluttered thereby making it as unattractive as possible to robbers.

296-24-10203(3)(b)(ii)

(ii) Provide explanation of the purpose of maintaining an unobstructed view of the cash register from outside the store, provided the cash register is located in a position visible from the street.

296-24-10203(3)(b)(iii)

(iii) Provide instruction on reasons for operating only minimum number of cash registers at night.

296-24-10203(3)(b)(iv)

(iv) Keeping the cash register fund to a minimum.

296-24-10203(3)(b)(v)

(v) Taking extra precautions after dark, i.e., keep alert, observe lighting and dark corners, spot possible hiding places.

296-24-10203(3)(b)(vi)

(vi) Violence prevention procedures in case of robbery.

296-24-10203(3)(b)(vii)

(vii) Provide a refresher course on crime prevention on or near the employee's anniversary date. Videotape and crime prevention material shall be available for employee's review at their request.

296-24-10203(4)

(4) In addition to providing crime prevention training as defined in this section, all employers operating late night retail establishments shall:

296-24-10203(4)(a)

(a) Post a conspicuous sign in the window or door which states that there is a safe on the premises and it is not accessible to the employees on the premises and that the cash register contains only the minimal amount of cash needed to conduct business: No employer shall be subject to citation and penalty for having moneys in the cash register in excess of the minimal amount needed to conduct business.

296-24-10203(4)(b)

(b) All displays, and any other material posted in window(s) or door(s) should be arranged so as to provide a clear and unobstructed view of the cash register;

provided the cash register is located in such a position so as to be visible from the street.

296-24-10203(4)(c)

(c) Have a drop-safe, limited access safe, or comparable device on the premises.

296-24-10203(4)(d)

(d) Operate the outside lights for that portion of the approach and parking area that is necessary to accommodate customers during all night hours the late night retail establishment is open. This may be accomplished through:

296-24-10203(4)(d)(i)

(i) Surveillance lighting - to detect and observe pedestrian and vehicular entrances.

296-24-10203(4)(d)(ii)

(ii) Providing adequate illuminances - adequate illuminance throughout the pedestrian and vehicular entrance areas should be a minimum of one foot candle to comply with ANSI/IES RP7-1983.

■ ■ ■ ■ ■ Other L&I Regulations That May Apply to Workplace Violence Hazards

Several existing provisions of the Washington Administrative Code (WAC) may apply to the hazards of violence in the workplace, including (but not necessarily limited to) the following:

WAC 296-24-020(1) requires employers "to establish, supervise, and enforce in a manner which is effective in practice" both a "safe and healthful working environment" and "an accident prevention program as required by these standards."

WAC 296-24-020(3) requires employers to report fatalities and catastrophic accidents (two or more workers hospitalized) to Labor and Industries within eight hours.

WAC 296-24-040 requires employers to "develop a formal [written] accident-prevention program, tailored to the needs of the particular plant or operation and to the type of hazards involved." The program must include "a safety orientation program" (WAC 296-24-040(1)(a)) that contains (among other things) information about reporting injuries and unsafe conditions, the use and care of personal protective equipment, and emergency procedures.

WAC 296-24-073(1) requires employers "to furnish to each employee a place of employment free from recognized hazards that are causing or likely to cause serious injury or death" to employees. WAC 296-24-073(2) requires employers "to adopt and use practices, means, methods, operations, and processes which are reasonably adequate to render such employment and place of employment safe" and to "do every other thing reasonably necessary to protect the life and safety of employees."

WAC 296-24-07501(2) requires employers "to assess the workplace to determine if hazards are present, or likely to be present, which necessitate the use of personal protective equipment (PPE)" and to select appropriate PPE and require its use.

WAC 296-24-55005(1) requires "every building or structure, new or old, designed for human occupancy" to be "provided with exits sufficient to permit the prompt escape of occupants in case of fire or other emergency."

WAC 296-27-030 requires employers to maintain records of occupational injuries and illnesses.

WAC 296-62-09003 requires "lighting which is adequately adjusted to provide a margin of safety for all work tasks" and specifies minimum indoor and outdoor lighting levels.

WAC 296-125-027, Non-agricultural Employment of Minors, specifies that all minors (persons under the age of 18) who are employed past 8:00 p.m. in service occupations shall be supervised by a responsible adult employee who is on the premises at all times.

For details of existing regulations or policy that may apply to workplace violence hazards, contact WISHA staff at the L&I service center nearest you.

■ ■ ■ ■ **Selected Laws Relevant to Workplace Violence**

The following is a summary of selected federal and state laws that may relate to workplace violence issues in your workplace. The summary is not intended to be and should not be used as a substitute for specific legal advice. For legal advice consult your attorney or legal counsel.

Workers' Compensation

Whether an employer is self-insured or participates in the state fund, workers' compensation laws (RCW Title 51) are intended to compensate workers for injuries arising out of or in the course of employment. "Course of employment" is defined under RCW 51.08.013. This definition covers issues relating to travel, parking areas and lunch breaks. Generally, an employee is limited to the remedies offered under the workers' compensation laws and cannot bring a separate civil action unless evidence of an intentional injury is present.

Discrimination

Employers are prohibited from discriminating against employees on the basis of any protected characteristics. Both the Americans with Disabilities Act (ADA, 2 U.S.C. § 1202) and the Washington State Law Against Discrimination (RCW 49.60) offer job protection to "qualified individuals with a disability," including both physical and mental disabilities. If an alleged perpetrator of violence claims that his or her behavior is caused by a mental disability and requests accommodation of that disability, the employer must carefully weigh the options and outcomes of any decisions in dealing with that situation.

However, even if an employee's rude, insubordinate, or threatening behavior is caused by a qualifying disability such as clinical depression or a diagnosed mood disorder, that does not mean an employer has no options. The ADA only requires "reasonable" accommodation for individuals who are "otherwise qualified" for the position.

The ADA applies to employers with 15 or more employees. The Washington State Law Against Discrimination applies to employers with eight or more employees.

■ ■ ■ ■ ■ **Measures to Limit Potential Liability**

An employer may face civil claims from three different parties: the victims, the violators, and even third parties, such as witnesses to the violence. These claims include but are not limited to negligent hiring, negligent retention, wrongful discharge, and failure to warn. Various measures an employer may take to limit potential liability are listed below.

Background Checks/References

Employers should check a job applicant's background as thoroughly as possible. Ask for complete prior employment history, education, and/or military service. Request that the applicant provide an explanation for any time gaps between jobs. Speak with previous employers regarding the applicant and any special concerns regarding the particular job in question.

Criminal Arrests and Convictions

The Washington State Human Rights Commission administers regulations covering fair and unfair pre-employment inquiries about arrests and convictions (WAC 162-12). Employers can ask applicants about criminal **convictions** that reasonably relate to the job duties of the position or request that information from the Washington State Patrol. Such inquiries can only address convictions or release from prison that occurred within the last 10 years. When employers inquire about arrests, they must ask whether charges are still pending, have been dismissed or led to a conviction of a crime involving behavior which would adversely affect job duties or the position. An arrest by itself is not a reliable indicator of criminal behavior.

Employers should also note that statistical studies on arrests, convictions and imprisonment have shown disparate impacts on some racial and ethnic minorities.

Law enforcement agencies, state agencies, school districts, businesses and other organizations that have a direct responsibility for the supervision, care or treatment of children or vulnerable adults are exempt from these regulations. Thorough background checks are encouraged for positions that are particularly risky. In some cases, they are required for employers who provide care, supervision or treatment for children or vulnerable adults (RCW 43.20A.710, RCW 43.43.830-842, RCW 72.23.035).

As a matter of preventative employment practice, employers should include a disclaimer, such as "An arrest or conviction record will not necessarily bar you from employment with the company."

Credit Checks

A credit report can help to verify information on a job application. Include a statement in the job application form that indicates that credit checks will be performed and that the applicant agrees to allow such credit checks.

Washington has a Fair Credit Reporting Act. Under the Washington law, an employer may not take any adverse employment action based in whole or in part on information contained in a "consumer report" until it has advised the consumer against whom such adverse action is to be taken, supplied the name and address of the consumer reporting agency making the report, and giving the consumer an opportunity to respond to any information in the report that is disputed.

Pre-Employment Examinations

The Americans with Disabilities Act (ADA) generally prohibits pre-employment medical examinations or inquiries designed to determine whether job applicants have disabilities or the nature or severity of the disabilities. However, the employer may conduct exams or inquiries that are job-related and consistent with business necessity. 42 U.S.C. § 12112 (c)(4)(A).

Employers may require a medical examination to determine an applicant's job qualifications only if two conditions are satisfied:

- First, if the examination is designed to (or merely has the tendency to) screen out individuals with disabilities, then the examination must be job-related and consistent with business necessity.
- Second, the employer must accommodate the applicant during the examination.

After an employer has extended a conditional job offer, medical examinations are permitted under certain conditions:

- All applicants or entering employees must be equally subject to the examination, regardless of disability, and
- the information from the examination must not be used to screen out (or tend to screen out) disabled individuals, unless there is a legitimate business purpose and reasonable accommodation is not possible. 42 U.S.C. § 12112 (c) (3).

Medical Examinations and Inquiries

The ADA prohibits employers from making medical inquiries into the health or condition of a current employee, except under the following conditions: (1) when the employee is having difficulty performing the job effectively; (2) when the employee becomes disabled, including on-the-job injuries; (3) when the employee has requested accommodation; (4) when required by other laws; or (5) in conjunction with voluntary health screening programs.

If an employee's behavior raises concerns for the employer because it is impacting job performance, the employer may require a medical examination or question the employee. However, the examinations or inquiries must be job-related and should focus on the employee's ability to perform the job. The employer should provide the medical professional with an updated job description so any analysis can focus on the essential job duties. The medical professional should address the nature of the condition, duties that the employee cannot perform, expected duration of the disability, necessary limitations on activity, and whether a potential threat to health and safety exists. Finally, the employee should sign a release of information to the employer.

Drug and Alcohol Testing

Although the ADA prohibits medical examinations that screen individuals for disabilities, a test to determine whether illegal drugs are currently being used is not considered a "medical examination" for the purpose of the ADA. (42 U.S.C. § 12114(d)(1)).

In contrast to tests for illegal drugs, blood alcohol tests, breath alcohol tests, and urine alcohol tests are considered medical examinations and are limited to those circumstances when medical exams are permitted when they are job-related and consistent with business necessity. (42 U.S.C. § 12112 (c) (4)(A)).

Workplace Searches

Public sector employers are governed by the right of privacy derived from the federal and state constitutional protections against unreasonable searches and seizures. The constitutional right hinges on whether the employer violates an employee's reasonable expectation of privacy.

Private sector employers generally may search on-property or employer-owned vehicles, desks, lockers, as well as packages, lunch boxes and the like brought to or taken from work. The employer should have a reasonable basis for any search and conduct the search in a reasonable manner. "Reasonable basis" does not include discriminating on the basis of race, sex, ethnic origin or other such characteristic. Employers may therefore wish to explain why any searches are necessary, establish search procedures that are minimally intrusive of employees' privacy, and ensure non-discriminatory criteria for searches are identified in advance and equitably applied. Inform employees that refusal to submit may lead to discipline or discharge for insubordination. However, avoid forcing employees to submit because detaining an employee involuntarily may lead to liability for false imprisonment.

■ ■ ■ ■ ■ **Governor's Executive Order on
Domestic Violence and the Workplace
Executive Order 96-05, October 1, 1996**

State agencies and publicly funded institutions of higher education are required to follow Executive Order 96-05, Domestic Violence and the Workplace. This material is provided as "information only" for other organizations.

WHEREAS, both employees and citizens of the state of Washington have a basic right to be safe from harm; and

WHEREAS, domestic violence is abusive behavior that is either physical, sexual, or psychological, and is intended to establish and maintain control over a partner; and

WHEREAS, domestic violence instills fear and harms victims and families and must not be tolerated; and

WHEREAS, domestic violence is criminal activity that statistics show affects everyone regardless of race, income, or age; occurs in every community of Washington State; and destroys relationships, families, and lives; and

WHEREAS, domestic violence is a major public policy concern of Washington state requiring a concentrated effort for its elimination; and

WHEREAS, domestic violence is not solely a private, family dispute that affects only the people immediately involved, but also crosses over to the workplace, adversely affecting the safety and productivity of victims and co-workers; and

WHEREAS, the state of Washington, as an employer, should provide needed support and assistance to employees who are victims of domestic violence; and

WHEREAS, the state of Washington as an employer, is additionally affected by domestic violence in the loss of productivity, increased health care costs, increased absenteeism, and increased employee turnover;

NOW, THEREFORE, I, Mike Lowry, Governor of the state of Washington, by the authority vested in me, do hereby order and direct each state agency and institution of higher education to:

1. Initiate actions to create a workplace environment that provides an avenue for assistance for domestic violence victims without fear of reproach.
2. Ensure that personnel policies and procedures are responsive to victims of domestic violence.

3. Develop and make available to all employees a policy that:

- a) Clearly directs that the state will not tolerate domestic violence. This includes harassment or the display of violent or threatening behavior that may result in physical or emotional injury to any state employee while in state offices, facilities, work sites, vehicles, or while conducting state business.
- b) Offers a method for providing assistance to domestic violence victims in a confidential setting.
- c) Provides for immediate assistance to victims. This assistance shall, at a minimum, include: referral to the Department of Personnel's Employee Advisory Service or other available counseling services; information about community resources available to assist victims of domestic violence; development of workplace safety plans that seek to minimize the risk to the victim, other employees, and clients; and information on the methods to obtain civil orders of protection.
- d) Following any applicable rules or statutes, assures that every reasonable effort will be made to adjust work schedules and/or grant accrued or unpaid leave to allow employees who are victims of domestic violence to obtain medical treatment, counseling, legal assistance, to leave the area, or to make other arrangements to create a safer situation for themselves.
- e) Assures that every reasonable effort will be made to assist employees who are victims of domestic violence to find continued state employment when there is a need for the employee to relocate for safety reasons.
- f) Encourages state employees who are perpetrators of domestic violence to seek assistance.
- g) Provides for assistance to perpetrators. This assistance shall, at a minimum, include: referral to the Department of Personnel's Employee Advisory Service or other available counseling services; and information about available certified domestic violence perpetrator treatment programs.
- h) Provides that corrective or disciplinary action may be taken against state employees who: misuse state resources to perpetrate domestic violence; harass, threaten, or commit an act of domestic violence in the workplace or while conducting state business; or are arrested, convicted, or issued a permanent injunction as a result of domestic violence when such action has a direct connection to the employee's duties as a state employee.
- i) Provides that employees will not be penalized or disciplined solely because they have been victims of domestic violence.

4. Provide training on their respective policies and domestic violence awareness. The training shall include, at a minimum, information as to: what domestic violence is; what resources are available to victims and perpetrators; and what an employee can do if the employee believes a co-worker is a victim or perpetrator of domestic violence.
5. Have information about domestic violence and available resources posted in the worksite. Also, information needs to be available where employees can obtain it without having to request it or be seen removing it.

The Department of Personnel will provide training assistance and make a sample policy available for all agencies and institutions of higher education.

I am also requesting that the Health Care Authority and the Public Employees Benefits Board continue to make every effort to ensure that no victim of domestic violence has been or will be denied health, life or disability insurance due solely to a history of domestic violence.

The provisions of this executive order are not intended to alter any existing collective bargaining agreements.

Appendix G

Other Resources on Workplace Violence



Associations and Organizations

American Society for Industrial Security
1655 N Ft. Meyer Drive, Suite 1200
Arlington, VA 22209
(703) 522-5800

American Society of Safety Engineers
1800 E Oakton Street
Des Plaines, IL 60018-2187
(847) 699-2929

Department of Labor
Occupational Safety and Health
Administration (OSHA)
200 Constitution Ave., NW, N-3107
Washington, DC 20210
(202) 219-8031

International Association of Professional
Security Consultants
808 17th Street NW Suite 200
Washington, DC, 20006
(202) 466-7212

National Crime Prevention Council
1700 K Street NW Suite 618
Washington, DC 20006
(202) 466-6272

National Institute for Occupational Safety
and Health (NIOSH)
4676 Columbia Parkway
Cincinnati, OH 45226-1998
(800) 356-4674
<http://www.cdc.gov/niosh/homepage.html>

Society of Human Resources Management
606 North Washington Street
Alexandria, VA 22314-1997
(703) 548-3440
(800) 283-SHRM
<http://www.shrm.org>

Washington Coalition of Sexual Assault
Programs (WCSAP)
110 East Fifth Avenue Suite 214
Olympia, WA 98501
(360) 754-7583

Washington State Coalition Against
Domestic Violence
8645 Martin Way NE, Suite 103
Lacey, WA 98516
(360) 407-0756

Workplace Violence Research Institute
465 Forest Ave., Suite J
P.O. Box 4077
Laguna Beach, CA 92652-4077
(714) 376-3337
(800) 230-7302



Employee Assistance Programs

Small firms interested in setting up an employee assistance program can call the Employee Assistance Professional Association's member services office at (703) 522-6272; the association will put your company in touch with one of its 96 local chapters. The association can also provide information on how several small businesses can share services.

If employee assistance services or comparable counseling service is not available, contact the employee's health care provider.

For Washington State Employees

Employee Advisory Service – Olympia (serving southwest Washington)
3400 Capitol Blvd.
P.O. Box 47540
Olympia, WA 98504-7540
(360) 753-3260

Employee Advisory Service – Seattle (serving northwest Washington)
2825 Eastlake Ave. E #310
Seattle, WA 98102
(206) 464-6883

Employee Advisory Service – Spokane (serving central & eastern Washington)
N 4407 Division #210
Spokane, WA 99207-1613
(509) 456-5000



Periodicals

Security

Cahners Publishing Co.
8773 S. Ridgeline Blvd.
Highlands Ranch, CO 80126
Monthly trade magazine
\$59.95 (free to qualified subscribers)
(303) 470-4000

Security Letter

Security Letter, Inc.
166 E 96th Street
New York, NY 10128
Bi-weekly newsletter
\$167/year
(212) 348-1553

Security Letter Sourcebook

Security Letter, Inc.
166 E 96th Street
New York, NY 10128
Bi-annual newsletter, \$75

Security Management

American Society for Industrial Security
1655 North Fort Meyer Dr.,
Suite 1200
Arlington, VA 22209
Monthly magazine
\$36/year
(703) 522-5800

Workplace Violence Prevention Reporter

James Publishing Company
P O Box 25202
Santa Ana, CA 92799
\$387
(714) 755-5450 (Published by Butterworths,
Stoneham, MA)
(212) 348-1553

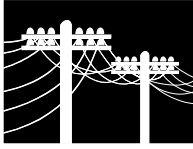


Educational Videotapes

The following videotapes on workplace violence are available for loan from the Safety & Health Video Library, Washington State Department of Labor and Industries.

- VO148 (18 min., 1992): *Is It Worth Your Life?*
- VO256 (17 min., 1993): *Homicide in the Workplace*
- VO277 (30 min., 1994): *Workplace Violence: First Line of Defense*
- VO278 (28 min., 1994): *Violence: Reducing Your Risk*
- VO335 (25 min., 1994): *Workplace Violence: The Calm Before the Storm*
- VO439 (10 min. 1995): *Violence in the Workplace*
- VO411 (10 min., 1995): *Workplace Violence*
- VO446 (14 min., 1995): *Violence in the Workplace: A Strategy for Prevention*
- VO452 (10 min., 1995): *Conflict Resolution*
- VO467 (11 min., 1995): *Workplace Security*
- VO523 (16 min., 1996): *Violence in the Workplace, Part One*
- VO540 (8 min., 1996): *Violence in the Workplace, Part Two*
- VO531 (18 min., 1992): *Is It Worth Your Life?* (Close captioned)
- VO630 (19 min., 1997): *Targeting Workplace Violence: A Video for Frontline Workers*
- VO632 (14 min., 1997): *Violence in the Workplace: Learn to Play It Safe*
- VO633 (26 min., 1996) *Workplace Violence: Recognizing and Defusing Aggressive Behavior*

Call (360) 902-5444 (toll-free 1-800-574-9881) to arrange to borrow videos. Your only cost is shipping to return videotapes to the library. The library can also refer you to video distributors if you are interested in purchasing rather than borrowing videos.



Internet Resources

Bureau of Labor, Safety and Health Statistics

<http://stats.bls.gov/oshhome.htm>

International Association of Chiefs of Police, Private Sector Liaison Committee

<http://amdahl.com/ext/iacp/pslc.index.html>

International Association of Professional Security Consultants

<http://www.iapsc.org>

National Criminal Justice Reference Service

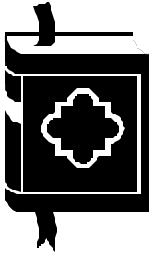
<http://www.ncjrs.org/victwork.htm>

Occupational Safety and Health Administration

<http://www.osha-slc.gov/OshDoc/Additional.html>

Recommendations for Workplace Violence Prevention Programs in Late-Night
Retail Establishments

Guidelines For Preventing Workplace Violence For Health Care And Social
Service Worker



Additional Reading

Assault On the Job/We Can Do Something About Workplace Violence. Service Employees International Union, AFL-CIO, CLC. Second Edition. 1995.

Combating Workplace Violence: Guidelines for Employers and Law Enforcement. International Association of Chiefs of Police. 1996.

Dealing with Workplace Violence: A Guide for Agency Planners. U.S. Office of Personnel Management. February 1998.

Guidelines for Preventing Workplace Violence for Health Care and Social Service Workers. OSHA, 1996.

Guidelines for Workplace Violence and Model Injury & Illness Prevention Program for Workplace Security. Cal/OSHA, March 1995.

Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments. OSHA, 1998.

Study of Assaults on Staff in Washington State Psychiatric Hospitals. Report No. 33-1-1993. Safety and Health Assessment and Research for Prevention, Washington State Dept. of Labor and Industries. December 1993.

The Late Night Retail Worker Crime Protection Regulation: Practices in Washington State Businesses, Report No. 43-1-1996. Safety and Health Assessment and Research for Prevention, Washington State Dept. of Labor and Industries. June 1996.

Targeting Workplace Violence: A Workbook for Front-line Workers. John Mehring (SEIU) and De Etta Burrows (Wise Steps, Inc.). Funded by Oregon OSHA, 1997.

Violence at Work: How to Make Your Company Safer for Employees & Customers. Joseph A. Kinney. Prentice Hall, 1995.

Violence in the Workplace. Robert Harrison, editor. Occupational Medicine: State of the Art Reviews. Vol. 11, No. 2, April-June 1996.

Violence in the Workplace: Risk Factors and Prevention Strategies. National Institute for Occupational Safety and Health, Current Intelligence Bulletin 57, June 1996.

Violence in Washington Workplaces, 1992-1995, Report No. 39-2-1997. Safety and Health Assessment and Research for Prevention, Washington State Dept. of Labor and Industries. September 1997.

Violence on the Job: A Guidebook for Labor and Management. Labor Occupational Health Program, University of California, Berkeley. 1997.

Workplace Security Guide. Office of the Attorney General of Washington. February 1996.

Workplace Violence & Prevention: An Information and Instructional Package for Use by Employers and Employees. Long Island Coalition for Workplace Violence Awareness and Prevention. February 1996.

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Kathleen Smith, Safeway Inc.
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